



**Green Tier**  
***Cause*forCreative**  
COMMUNICATIONS STRATEGY BRIEF

Strategy Session – 09/28/07

One  
**Your True Cause**

*Why does Green Tier exist? 'Why' does it do 'what' it does?  
What would the state and your community be like if it didn't exist or were to vanish?*

Our discussion of *Cause* included these observations and insights:

Enhances economic development.  
Drives financial success.

Collaboration of government and business working on best practices.

Tool for companies to go beyond compliance.  
An alternative to the traditional command and control approach.

Recognition that we won't achieve our aspirations for an improved environment and economy in the state by the way we've been doing business.

Really goes beyond compliance. Compliance mindset has kept us in one place.

Crossroads of environmental stakeholders and corporate stockholders.

Enhancement in terms of betterment – enhancing performance of all of the groups – companies, government, organizations.

Improving profits by going green. Green thinking.

Leverage manufacturing and education to incubate new business.

Optimizing environmental protection and business finances.  
Businesses discover they can save money by reducing environment waste.  
Help you identify it's in your own best interest to minimize waste.

Understanding that a problem is everyone's problem, if it's an opportunity, it's everyone's opportunity. There's a unity about the approach that's synergistic.

Grass roots communities - communities are wanting to work with Green Tier on being more sustainable.

Green Tier – think about choice. Opportunity for business to be innovative and creative. If you don't, that's okay, there's command and control.

Companies in Green Tier should be recognized for being forward thinking.  
There should also be rewards.

The companies in Green Tier should be champions for whatever the goals of Green Tier are, and should be able to articulate those goals.

There are protections to ensure that people do things (important next breath message).

Leadership is important. Green Tier is voluntary. If you lead in an industry you have total management. It's a unifying thing.

Dialog within the organization, and also dialog among Green Tier firms.  
To really do Green Tier right you have to have a total understanding of systems. Systems thinking.

If a business enters Green Tier, the business is agreeing to take on responsibility they haven't previously taken on. Taking on responsibility to be leaders for a better world – both environmentally and economically.

Green Tier exists to create green business leaders in Wisconsin and a green business environment.

Creates a competitive advantage. The eco advantage for business.

Whole concept of triple bottom line.

Without a healthy environment you can't have a healthy anything.  
Clean Wisconsin is against too many things and not for anything.  
For vs. against.

I want to show people that I'm investing in this and show people it's very manageable.  
It's all really achievable stuff.

Healthy communities, better business.

If you set a limit they'll make that limit. But most don't go beyond.  
Provide the incentives to go beyond.

Shift in thinking that happens when a business gets it.

If we don't change the way business does business we'll never get to a better place.

Now it becomes a reason for doing business, along with price and quality.

Anticipation of changing criteria.

Huge risk in doing just what's required. Want to go beyond what government requires.  
Then they realize there is more profit.

Choice. Profitable choices beyond compliance.  
Way beyond compliance

If it walked in the room – you know when business as usual walks in the room, and  
you know when Green Tier walks in the door.

Superior environmental performance and superior economic performance.

Doing something about global warming.

Global warming is a lightning rod word.

Capture the urgency.  
Concerned about the legacy we leave. Whole future thing is important.

Always struck by where there is power in society and making change in what we care about.

Green Tier exists to make business a powerful environmental force for good.

Ingenuity harnessing.

Be a magnet to say you can distinguish yourself to your customers by being in Wisconsin.

Somewhere in the cause should be the word leadership.

Collaborative leadership to make better communities.

Difference between meeting requirements and being a leader.

When companies make choices and do good things for their employees and the environment.

Harnessing the power of Wisconsin companies to make a difference environmentally.

Catalyze the power of industry to make a difference.

New governance model.

Green Tier is about government being a partner and supporting choices for a better environment.

Expand conversation beyond just the term business.

A collaboration of government, business and NGOs to drive economic performance.

Business, government, citizens groups coming together to make Wisconsin a powerful force.

Shared leadership, collaborative thinking, and systems thinking.

Collaboration is definitely a theme.

Really trying to change the way things are done to create a powerful force for good.

Collaboration is the means, not the cause.

Green Tier has the potential to impact more environmental good than anything else we're doing.

Critical to incorporate government working with business to advance Green Tier.

Green and growing.

To save the world.

Green Tier talks about moving away from random acts of environmental kindness.

Engaging and natural resources.

Green Tier benefit – ability to reach small business.

Better business for a better world.

Green Tier exists to make Wisconsin business a superior force for environmental and economic good.

Tool. Empowering.

Changing the way business does business.

Making Wisconsin business the most powerful force for environmental good.

Based on this thinking and discussion, we determined our *Cause* to be:

**Making your business the most powerful force for environmental good.**

Two

### **Customer & Citizen**

*Who are your audiences? Who is your primary audience?  
What do you know about them? What do they know about you?*

We have several audiences, including:

Business  
Participants  
Businesses engaged to change  
Regional Economic Development Councils  
Sectors: Ag, manufacturing, etc.  
Trade Associations  
Federal, State and Local Government  
State Agencies  
Elected Officials  
Political Campaigns  
Environmentalists  
Educational Institutions  
Health Focused Agencies  
Students  
Neighbors  
Consumers  
Non-Profit/NGOs  
Environmental Organizations  
Public Health  
Media  
New Media  
Developers  
Associations  
Labor  
Eco Systems  
Future Generations  
Foundations  
Fundraisers/Donors  
Lobbyists

Of these audiences, our *key* audiences are:

Business – engage to change  
Participants  
Regional Economic Development Councils  
Sectors: Ag, Manufacturing  
Trade Associations  
State Government  
Non-Profits/NGOs

Reflecting our cause, we determined our *primary* audience to be:

### **Business**

Business Profile:

Environmental Manager, CEO, Customer who goes back in supply chain.

Partnership between CEO and change agent.  
Rare to have a conversation with only one person.

Motivation differs: customer, values/ethics, peer pressure.  
Rallying around an environmental cause.  
In industries that are demanding performance.  
Those looking for competitive advantage.

Well-known, respected business with empowered change agents. Driven by customers/ethics/values, and/or peer driven. Risk avoidance businesses.

Well-known respected business leaders who are innovative and want to make a positive impact on the environment. Opinion leaders in their industry.

Based on discussion, the *Profile Summary* of our Business Audience:

**Business leaders committed to making a positive environmental impact and inspire others.**

Three  
**Competitive & Collaborative Climate**

*What is the competitive and collaborative climate? What are the emotional, psychological, political and economic obstacles in your way?  
Who and what can help you be successful?*

Obstacles:

Cost of implementing an EMS.

Businesses not sure what this is all about – waiting to see how landscape performs.

Green Tier hasn't had a clear communications message.

Resource issue – ability to follow up with contacts.

DNR perceived as roadblock.

Support:

Collaboration of government and business working on best practices.

Enhancement in terms of betterment – enhancing performance of all of the groups – companies, government, organizations. Business, government, citizens groups coming together to make Wisconsin a powerful force.

Leverage manufacturing and education to incubate new business.

Understanding that a problem is everyone's problem, if it's an opportunity, it's everyone's opportunity. There's a unity about the approach that's synergistic.

Expand conversation beyond just the term business.

A collaboration of government, business and NGOs to drive economic performance.

Shared leadership, collaborative thinking, and systems thinking.

Four

**Core Benefit**

*What is the core benefit only you can provide to your key audience? Your value-proposition?*

*What is the principal idea that underlies all your communications?*

Our discussion of *Core Benefit* included these observations and insights:

Credibility on superior environmental performance.

Competitive and business advantage.

Less waste, less cost, healthy communities.

Unique collaboration of government, environmental and business

To make you more green and profitable.

Turning businesses into stewards.

Based on this thinking and discussion, we determined our *core benefit* to be:

**We deliver credible ways to achieve real business advantage  
through environmental stewardship.**

Five

**Core Word**

*What single word captures your core benefit? Yes, one word!*

*(This word needs to be present in your answer to Question Four)*

**Advantage**

Six

**Convince & Confirm**

*Why should people believe you? What are the support points and facts that validate your proposition? Why should your core benefit be trusted?*

We are validated by:

Business success.

Measurement of independent assessments.

Financial success of businesses on Wall Street.

Environmental Steward.

Can use logo.

Direct connection to DNR (not through their lawyers).

Networking with other businesses (best practices).

Internal pride.

Business Case for Green Tier:

Green Tier encourages companies to think creatively about ways they can improve environmental performance while boosting productivity, cutting costs and growing their business.

Green Tier builds on the experience of innovative regulatory programs and supports all companies that want to pursue enhanced environmental performance – no matter your size.

Permit and decision streamlining.

Permit exemptions in certain circumstances.

Testing and installation of new technologies.

Forward thinking – the program encourages businesses to look at ways they can improve environmental performance while generating economic gain.

Facilities with strong compliance records and well-managed environmental programs can negotiate with the DNR for more practical and effective monitoring and reporting procedures.

Green Tier encourages companies to develop innovative environmental and production solutions that have long-term economic and environmental benefits.

The DNR will publicly recognize participants in the Green Tier program.

Green Tier participation can improve communication between companies and the DNR.

Superior environmental performance achieved through Green Tier can be used to help support a company's brand equity.

Participating facilities see an increased level of employee pride.

#### Environmental Case for Green Tier:

##### *Measurable Improvement in Environmental Performance*

Using Green Tier, Wisconsin's business community can promote and apply new initiatives to improve environmental performance beyond current standards. These initiatives may include application of new pollution control technologies, production process changes, or introduction of sustainability strategies that yield both economic and environmental benefits.

##### *Higher Assurance of Compliance*

Participating companies conduct annual assessments of their environmental performance, including their regulatory compliance status. These assessments reduce the potential for noncompliance, help facilities move above the compliance threshold, and improve overall environmental performance.

##### *Focus on Environmental Management Systems*

Participants in Green Tier implement formal environmental management systems (EMS). An EMS makes the environment a formal part of business decision making, challenging a company to move from continual compliance to continual improvement. By using an EMS, Green Tier participants are likely to identify and minimize potential environmental risks not addressed by our existing compliance-based programs.

##### *Improvements across Business Sectors*

Green Tier allows groups of businesses or public entities to join together in establishing chargers (i.e. environmental agreements) and shared environmental performance goals.

##### *Focusing on facilities that Need Assistance*

Business participation in Green Tier reduces the administrative burden placed on DNR. This can allow DNR staff to focus on facilities that need help to achieve or maintain compliance with environmental regulations.



### *Annual Reporting*

Green Tier participants give details about their environmental performance in annual reports. These reports document the company's regulatory compliance issues, stakeholder involvement activities, and progress in meeting measurable performance improvements. EMS implementation at participating facilities drives continual performance improvements.

### *Providing Information, Seeking Feedback*

Communities, neighbors, and other interested parties have increased access to information about facilities enrolled in the Green Tier program, and they have greater opportunities to share comments and concerns.

### Why participate?

Benefit your business, environment and community.

Recognition for superior environmental performance.

Single point of contact at DNR.

Improved agency relationship.

Use of Green Tier logo.

Opportunity to be a pioneer in regulatory reform.

Potential for facility-wide caps, permit streamlining, modified monitoring requirements and more.

Deferred civil enforcement.

### Intangible Benefits:

It's alive – it's not some static piece of work.

It's as dynamic as the companies who participate.

It's transparent. You can see the results for businesses that have done it.

There's an advantage for behaving in an environmental manner.

It's a partnership between DNR and industry.

If you have a problem do you want to focus on your warts or do you want to focus on your entire company. If you engage us we can work through the issues with you. The principal focus is on superior environmental performance. Look at the whole business and not just isolated pieces of the business.

Superior environmental performance: Reducing footprint

Add business value: Good will with marketplace, community, customers, culture

Innovative partnerships: New, productive, positive partnerships and relationships with regulators, communities, citizen groups, etc

Case Studies: Holsum, Veridian, Casaloma, Roundy's, Edgewood,  
Bay Towel

Creative Applications: Charters (DBA, printing, recycling, developers models)

Seven

**Call to Action**

*What is the desired action? What do you want your audience to do?*

*What are you trying to achieve?*

Sign up for Green Tier.

To learn how you can benefit from being a member of Green Tier,  
call us and give us your contact information.

Eight

**Character**

*What is the voice & personality of your cause? Your true colors?*

*What does your cause look, taste, smell, feel and sound like? What's your style, your tone?*

Natural textures, fibers

Confident, Clear, Enthusiastic, Energetic

Positive, Resourceful, Advocate, Nurturing, Enduring

Pragmatic. Not romantic.

Green, earthy colors. Logo is green, gold, brown, black - white pine. Green that captures business value & environmental success. Strong brown, to green to grey with a boom primary.

Minimum words, maximum visuals.

Listener. A listening change agent.

Sans serif.

Enabling organization.

Flexibility, Adaptability

Respect

Sharing values that matter

Transparency

Seedling - growth, positive.

Acacia tree description.

Nine

**Components**

*What elements do you need to tell your story?*

*A complete campaign? Internal communications? A brochure?*

Web site

External media (radio)

Podcasts

Wallet card for participants (what it is, what's in it for us)

Portable

Full page ads - Newspaper, trade journals, Economic Development

Exhibit/Displays

Cross-promotion (logo on participants materials)

Flag

Powerpoint/presentation materials

Unique handout/biz card, key chains (sustainable)

Ten

**Commitment**

*Are you willing to stick to your story, message and communications plan?*